



City of Richmond

Report to Committee

To: Community Safety Committee
From: Lorraine Bissett
President, CUPE 718

Date: March 6, 2003


File: -


Sandra Tokarczyk
Manager, Community Bylaws

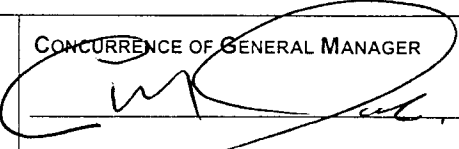
Re: **Parking Program - Service Delivery**

Recommendations

1. That Option 2, as set out in the report "Parking Program – Service Delivery" dated March 6, 2003 be endorsed as the preferred service delivery model;
2. That coin collection/processing, and complex maintenance be provided through contract services;
3. That the creation of the following regular full-time positions be authorized:
 - a) 1 Technical/Clerical Support to the Program;
 - b) 3 Parking Enforcement Officers
4. That the *EasyPark* contract not be extended beyond the current July 31, 2003 expiry date with the exception of coin processing and collection services to September 30, 2004.


Lorraine Bissett
President, CUPE 718


Sandra Tokarczyk
Manager, Community Bylaws

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ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Human Resources.....	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>	
Budgets.....	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>	

Report

Origin

On June 10, 2002 Council adopted the following resolutions:

- "(1) That a contract for metered parking management services be awarded to EasyPark for a one year operating period;*
- (2) That the option of renewing the EasyPark contract, and the City's equipment options under the contract, for a further four year period, be reviewed at the end of the one-year operating period;*
- (3) That staff report to Community Safety Committee, by November 30th, 2002, on the implications of having "parking enforcement services" provided, using City employees, and that Local 718 be invited to work with staff to develop the report and associated recommendations; and*
- (4) That CUPE 718 staff be used on a temporary full-time basis to enforce on-street time and permit parking infractions until such time as Council decides on a method for the provision of services, without prejudice to Council's future decision."*

In November 2002 Council were advised that the service delivery report would be delayed to late January or February. For the first time, with CUPE 718, an interest based discussion model was used to address a significant issue, the delivery of parking program services.

Analysis

As part of the discussion process seven interests were identified by the parties, which included:

profit;
customer service;
public safety /protection against liability for the city;
efficient service delivery;
turnover of parking stalls;
job preservation and employment.

Both parties were focused on developing a sustainable solution.

Of the seven interests identified, the participants highlighted three interests that if not met would result in the option not being supportable. Those interests were: protecting the community and the city from liability claims; efficient delivery of service; and job preservation. Each of the options explored were measured against all seven interests.

A series of options were generated, and included the referral resulting from the January 20, 2003 General Purposes meeting where the 2003 operating budget was discussed. The question was put regarding the Pay Parking Program:

whether an increase in the number of bylaw enforcement officers would be a viable solution to the current service delivery plan.

A total of eight options were explored. Of the eight options, only Options 2, 4, 5, and 6 met all seven criteria, with varying degrees of profitability. Option 1 and 2 are detailed below as they by far provided the best estimated financial return to the City. A summary of the other options explored can be found in *Attachment 1*.

Option 1 – Contract all Services Out

Option 1 would see *all* parking program services delivered by contract services. This option met six of the seven interests however, fails to meet the negotiating team's job preservation interest. Although this option ranked second in profitability, should Council choose this option, the City could anticipate a mutually agreed to process under Article 54 of the Labour Relations Code.

The process would entail the City giving the Union 60 days notice of changes to the existing Parking Enforcement Officers. During that 60 day period the parties would meet in good faith to put together an adjustment plan as prescribed in the Code.

Option 2 – Perform all Services In House, except coin collection/processing and maintenance

Option 2 would see *all* parking program services delivered in house by City staff, except for coin collection/processing and the more technical equipment servicing which would be done by contract.

This option met all seven interests, ranked first in profitability (see service delivery costing notes in *Attachment 3*), and is jointly recommended by the negotiating team.

Should Council choose this recommended option, there are a number of staffing; service; and contract implications. Those implications are found in *Attachment 2*.

That the status of the program would be reported to Council, on a quarterly basis and include:

- a) identification of revenues by source;
- b) total operational expenses; and
- c) position in relation to projected net revenues for the year.

Financial Impact

Attachment 3 shows a financial summary of the eight options. Option 2 provided the best net return. The explanatory notes in Attachment 3 provide information on the differences between Option 2 and 3 expense calculations. The figures are shown in 2003 dollars, however are based on a full year's operation under that service delivery option. The 2004 additional expenses are shown to reflect the upcoming meter purchase, maintenance expenses. One-Time costs in 2003 that are associated with the program options is also shown.

Conclusion

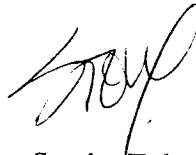
When considering all interests and options, the negotiating team selected Option 2 as the preferred service delivery method.

Our ability to meet the intent of the parking program is reliant upon many factors, such as: the ability of the staff to perform their ticketing duties; the city's ability to encourage the private sector to join in a city-wide approach to managing parking; regular monitoring and analysis of the current program; and timely adjustments. The program can succeed to a greater financial degree should the pay parking program be expanded into new areas.

Each group demonstrated an admirable level of trust in the people and process, which ultimately led to a positive outcome. Although the task took longer than anticipated, the results were a thorough review of various options with both parties supporting a single recommendation to Council.



Lorraine Bissett
President, CUPE 718



Sandra Tokarczyk
Manager, Community Bylaws (4206)

Service Delivery Options

Option 3 – Continue Current Model

Option 3 would see the current service delivery model continue, with *EasyPark* providing City Centre meter enforcement services and various other administrative services (such as monthly parking permit processing; coin collection/processing, meter maintenance; some financial services, etc.). The City would continue to deliver the Safety & Liability and Timed (non-metered) parking program.

This option met four of the seven interests and ranked fourth in profitability. This option is not efficient and did not effectively cover the safety and liability interests.

Option 4 – Contract out the City Centre and have City staff do all other areas.

Option 4 would see the city contract with *EasyPark* to deliver all enforcement services, timed and safety/liability in a defined City Centre area. City staff would deliver enforcement services in all other areas of the city, regardless of whether they are metered in the future or not.

This option met six of the seven interests and tied fifth in profitability with Option 6. This option was not preferred due to its lower profitability ranking.

Option 5 – Contract out all off-street enforcement and have City staff do all on-street.

Option 5 would see all off-street enforcement (timed, safety and liability) delivered by *EasyPark* and the City providing all on-street enforcement (timed, safety and liability).

This option met six of the seven interests and ranked third in profitability. This option was not preferred due to its lower profitability ranking of \$300,000 compared with the preferred Option 2.

Option 6 – Contract out all meter areas and have city staff perform all other enforcement services

Option 6 would see all metered areas (current and any future) delivered by *EasyPark* with the City providing all non-metered enforcement.

This option met six of the seven interests and tied fifth in profitability with Option 4. This option was not preferred due to its lower profitability ranking.

Service Delivery Options Cont'd

Option 7 – Remove all meters, both on and off-street

Option 7, would see all meters removed, both on and off street, and replaced with city bylaw enforcement staff.

This option met three of the seven interests and ranked eighth in profitability. This option failed to be seen as efficient; nor did it meet job preservation interests, and had low profitability.

Option 8 – Remove all on-street meters and keep off-street meters

Option 8, would see all meters removed from the on-street environment with off-street meters remaining intact (currently six meters). The enforcement of the on-street timed areas, which were formerly metered, would be done with city bylaw enforcement staff.

This option met four of the seven interests and ranked seventh in profitability. This option failed to be seen meeting the job preservation interests, nor was it seem as profitable.

Option 2 – Service Delivery Implications

Should Option 2 be selected, there are several service delivery implications that should be noted in the areas of contracts; staffing; and services.

Contracts

The City would not extend its current one-year service delivery contract with *EasyPark* beyond the July 31, 2003 expiry date, however would continue with EasyPark to provide contract services for coin collection and processing to September 30, 2004. This would allow time within which EasyPark and the City would transition services and shut down the Ackroyd Road Office.

Staffing

The City would need to train and hire a person who provides the combined technical and clerical support to the program from July 1 2003 to Sept 30, 2004. The term of the three existing Parking Officers would be extended to Sept 30, 2004, no additional officers are required.

The CUPE 718 President and Vice-President, and the Community Bylaws Manager have met with the parking section staff to:

- Review the current service delivery model and discuss adjustments that are necessary to allow for the effective delivery of services to meet the intent of the program as proposed in the Parking Program Service Delivery Report;
- Discuss changes in duties for the Parking Officers and Parking Supervisor; and
- Ensure they are briefed on the proposed nature of the positions as it links to program performance and review in September 2004.

The Parking Officers would have additional responsibilities added to their job such as: checking each morning for equipment problems; changing paper rolls in meters; fixing basic coin jams; reporting exterior equipment damage; replacing damaged modules and sending for servicing; placing service calls when they are unable to address the machine problem.

The Parking Supervisor's role would change to a Parking Coordinator with new responsibilities added to the job such as: marketing monthly parking; meter program activity analysis; development of a technical understanding of working of the meters; an increased workload in budget analysis for revenues and expenditures of the program; complaints; supervision of Treasury Clerk; monitoring of officer activity levels; and participation in community meetings involving parking.

Option 2 – Service Delivery Implications Cont'd

The City would place further time demands on the existing managers in the Bylaw; Finance; Transportation; & Information Technology areas as a result in loss of resources, experience, & guidance from EasyPark's head office. No additional positions as a result of this service loss are anticipated. Securing of office space for the four individuals to September 2004 is required.

Services

The demands on financial and administrative services are high and will continue to grow along with the program. The new Technical/Clerical Support position, along with the existing Parking Assistant will perform the majority of duties related to administration and finance such as: processing ticket data and validation work; various payments; disputes; notices; statistics; and public queries. Not all duties will be performed at the department level, some additional burden will be placed on existing Finance staff, however should not significantly impact their workload.

Additional court time for the parking officers is to be expected. However, it is hoped that the new provincial bylaw court system would be in place in 2004 and would drop this requirement and replace it with something less administrative and time consuming for the officers and staff.

The number of cashier payments made can expect to jump between an additional 6-10 per day from the current 19- 30 per day. This activity can be accommodated within the existing cashier structure at City Hall.

The number of phone calls currently handled for parking is at a daily average of 28 calls. That will jump significantly with an additional 50 – 100 calls added per day from EasyPark. The Parking Section is in the process of introducing an IVR line to handle the volume of parking calls. The IVR line will provide customers information on how to dispute a ticket; how to pay a ticket; provide access to a live person; and the ability to leave their other types of requests on a voice message.

The current volume of walk in clients at City Hall is between 5 – 20 per day with an addition of 1 –2 more from EasyPark. Individuals wishing to dispute their ticket will be redirected to Court. Individuals wishing to register a complaint against an officer will be asked to provide their concerns in writing and will be addressed by the Parking Supervisor. Individuals wishing information on the infraction or process will be provided with a parking information brochure, and if further information is required, be directed to the Bylaw Customer Service Clerk.

The current volume of written correspondence at City Hall is 1 per day with an addition of 4-6 per day from EasyPark.. Written complaints regarding parking tickets are addressed in the same manner as walk in clients, with Officer issues being forwarded to the Supervisor for review.

The demand for service from the Information Technology staff is not expected to grow. Routine software enhancements would continue to be processed through Information Technology as before.

FINANCIAL SUMMARY OF PARKING PROGRAM OPTIONS

Description	Option	Option	Option	Option	Option	Option	Option	Option
	1	2	3	4	5	6	7	Option
								8
Parking Program Revenue	1289900	1289900	1289900	1289900	1289900	1289900	391300	516100
Parking Program Operating Expenses	660100	605400	948300	979200	901500	979200	470300	480700
NET RETURN	629800	684500	341600	310700	388400	310700	-79000	35700
2004 ADDITIONAL COSTS								
Amortized cost Street Meters	173400	173400	173400	173400	173400	173400		36000
Meter Maintenance	5900	5900	5900	5900	5900	5900		1200
Graffiti/Posters Removal		1200						200
Electronic Machine Prompt	11000	11000	11000	11000	11000	11000		2000
OVERALL NET RETURN	439500	493000	151300	120400	198100	120400	-79000	-3700
2003 ONE TIME CAPITAL COSTS								
Sign costs for On-Street Program Changes	5700	5700	5700	5700	5700	5700		
Trademark Removal		5000					2000	2000
Total One Time Capital Costs	5700	10700	5700	5700	5700	5700	2000	2000

Option Summary

Option	Service Delivery Description	Staff Description
1	All Service Contracted Out	EasyPark: 5 enforcement officers, 1 Manager, 2 office staff, 60% of 1 collection staff, 1 treasury staff.
2.	All Service done by City (except coin & tech. maintenance)	City: 7 enforcement officers (4 existing reg f/t plus the 3 existing temps), 1 Coordinator (existing Supervisor), 1 Office Asst. (existing), 1 Treasury Staff (new); 60% of collection staff (contract).
3.	Current Model	City: 7 enforcement officer (4 existing reg f/t plus 3 existing temps), 1 Supervisor (existing), 1 Office Asst. (existing) EasyPark: 2 enforcement officers (@82 hrs/week); 1 Manager, 1 Office Staff, 60% of 1 coin collection staff; 1 treasury staff.
4.	City Centre Zone Contracted out (Safety & Liability included)	EasyPark: 3 enforcement officers, 1 Manager, 1 Office Staff, 60% of 1 collection staff, 1 treasury staff. City: 5 enforcement officers, 1 Parking Coordinator, 1 Parking Assistant.
5.	Off Street Contracted Out (Safety & Liability Included)	EasyPark: 1 enforcement officer, 1 Manager, 1 Office Staff, 60% of 1 collection staff, 1 treasury staff. City: 7 enforcement officers, 1 Parking Coordinator, 1 Parking Assistant.
6.	All metered areas Contracted Out	EasyPark: 3 enforcement officers, 1 Manager, 1 Office Staff, 60% of 1 collection staff, 1 treasury staff. City: 5 enforcement officers, 1 Parking Coordinator, 1 Parking Assistant.
7.	All meters removed	City: 5 enforcement officers, 1 Parking Coordinator, 1 Parking Assistant.
8.	Meters in City lots only	City: 5 enforcement officers, 1 Parking Coordinator; 10% coin collection/processing

Service Delivery Costing Notes

Office Operation: EasyPark carry's store front operating expenses totalling \$36,100 per year which includes: space rent; light; phone; office equipment; office cleaning; and license fee.

If Richmond ran the operation, it would be housed within one of its own buildings and does not charge itself back for the overhead costs that EasyPark carries. Overhead costs have not been included in any of the Richmond service delivery options as is the case with EasyPark costing.

Head Office Support: EasyPark carry's an overhead charge of \$105,000 for their head office support which includes a portion of salary costs relating to a General Manager; Director of Finance; and Information Services Manager's. Richmond uses, to varying degrees, the services of several internal City Managers to support the parking program. Managers involved are from Bylaws; Finance; Information Technology; and Transportation areas. An analysis and costing of these management services has not been made nor included in any of the Richmond service delivery options.

Enforcement Coverage: EasyPark, through their contractor Securiguard, have the ability to backfill, at no cost, for any patroller who is unable to make their shift due to illness, vacation, or other absences. The City currently has no effective mechanism to cover these types of absences. These types of estimated absences account for a total loss of 340 enforcement days. To address this lack of enforcement which affects the revenue potential, an extra patroller was added to the complement for this purpose, otherwise a drop in enforcement revenue of \$82,000 would need to be shown.